

## APPENDIX G



**DEPARTMENT OF HEALTH & HUMAN SERVICES**  
**Health Care Financing Administration**

**Center for Medicaid and State Operations**  
**7500 Security Boulevard**  
**Baltimore, MD 21244-1850**

December 6, 1999

2349 S. Four St.  
Fort Lewis, WA. 98433

Dear Lt. Col. Richard Harper,

You will find enclosed a very brief description of a study we are conducting for a Report to Congress on the appropriateness of nursing home minimum nurse staffing ratios. As part of this study, we are reviewing the relevance of already developed nurse staffing systems. You have been referred to us as someone who is familiar with one such system, the US Army Workload Management System for Nursing (WMSN). As part of our review, we would like to receive from you a written response to three fundamental questions about the WMSN. After we receive your response, we would like to call you and ask a few follow-up questions. The questions are:

1. What is your position, role, or function with respect to the WMSN? How familiar are you with this system?
2. What is the evidence supporting this system? Most important, can you send or refer us to a key article, report, or document that provides the supporting evidence?
3. Do you think the WMSN is applicable to the impaired population typically found in U.S. nursing homes?

As you may know from recent newspaper articles and television reports, there is heightened concern about staffing problems in nursing homes. Although we do not make any presumptions about the study's conclusions and possible recommendations, we expect it will lead to improvement in this area. To that end, your assistance in providing information on the WMSN is important for completing a truly comprehensive study.

We are on a tight schedule with the various sections of our report and hope to receive your response to our three questions sometime before January 7, 2000. A brief letter should not take much time. If more convenient, an e-mail message would also be sufficient. Should you have any questions or concerns that you would like to discuss with us, we may be reached at the numbers listed below. Thank you in advance for your assistance.

Sincerely,

Marvin Feuerberg, Ph. D.  
Analyst

Susan Joslin, RN, MSN  
Nurse Consultant



(410) 768-6520; mfeuerberg@hcfa.gov  
sjoslin@hcfa.gov

(410) 786-3516;

**DEPARTMENT OF HEALTH & HUMAN SERVICES**  
**Health Care Financing Administration**

**Center for Medicaid and State Operations**  
**7500 Security Boulevard**  
**Baltimore, MD 21244-1850**

December 7, 1999  
97 Main Street  
New Ipswich, NH 03071

Dear Mr. Thoms,

You will find enclosed a very brief description of a study we are conducting for a Report to Congress on the appropriateness of nursing home minimum nurse staffing ratios. As part of this study, we are reviewing the relevance of already developed nurse staffing systems. You have been referred to us as someone who is familiar with one such system, a Management Minutes system. As part of our review, we would like to receive from you a written response to three fundamental questions about this system. After we receive your response, we would like to call you and ask a few follow-up questions. The questions are:

1. What is your position, role, or function with respect to the development and utilization of the Management Minutes system?
2. What is the evidence supporting this system? Most important, **can you send or refer us to a key article, report, or document that provides the supporting evidence?**
3. Do you think the Management Minutes system is applicable to the impaired population typically found in U.S. nursing homes?

As you may know from recent newspaper articles and television reports, there is heightened concern about staffing problems in nursing homes. Although we do not make any presumptions about the study's conclusions and possible recommendations, we expect it will lead to improvement in this area. To that end, your assistance in providing information on the Management Minutes system is important for completing a truly comprehensive study.

We are on a tight schedule with the various sections of our report and hope to receive your response to our three questions sometime before January 7, 2000. A brief letter should not take much time. If more convenient, an e-mail message would also be sufficient. Should you have any questions or concerns that you would like to discuss with us, we may be reached at the numbers listed below. Thank you in advance for your assistance.

Sincerely,

Marvin Feuerberg, Ph.D.

Susan Joslin, MSN

Analyst

(410) 786-6520; mfeuerberg@hcfa.gov

Health Insurance Specialist

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